

University of Minnesota Morris Digital Well University of Minnesota Morris Digital Well

Center for Small Towns

5-24-2004

University of Minnesota Extension Service Leadership Program Survey Results

Benjamin Winchester
Center for Small Towns (UMM)

Josh Mattson
University of Minnesota - Morris

Follow this and additional works at: <http://digitalcommons.morris.umn.edu/cst>

Recommended Citation

Winchester, Benjamin and Mattson, Josh, "University of Minnesota Extension Service Leadership Program Survey Results" (2004).
Center for Small Towns. Book 9.
<http://digitalcommons.morris.umn.edu/cst/9>

This Book is brought to you for free and open access by University of Minnesota Morris Digital Well. It has been accepted for inclusion in Center for Small Towns by an authorized administrator of University of Minnesota Morris Digital Well. For more information, please contact skulann@morris.umn.edu.

UNIVERSITY OF MINNESOTA MORRIS

Center for Small Towns



*“Believing in a bright, prosperous
future for small communities.”*

University of Minnesota Extension Service Leadership Program Survey Results

**Benjamin Winchester, Center for Small Towns
Josh Mattson, UMM Student**

May 24, 2004

Community Research Report 2004-02

www.centerforsmalltowns.org

Center for Small Towns

CST is a community outreach program housed at the University of Minnesota, Morris and serves as a point-of-entry to the resources of the University of Minnesota. Small towns, local units of government, K-12 schools, non-profit organizations, and other University units are able to utilize CST's resources as they work on rural issues or make contributions to rural society. CST's mission is to focus the University's attention and marshal its resources toward assisting Minnesota's small towns with locally identified issues by creating applied learning opportunities for faculty and students.

For more information about CST and its other programs, please give us a call or visit our webpage at <http://www.centerforsmalltowns.org>

Center for Small Towns
University of Minnesota, Morris
110 Community Services Building
Morris, MN 56267
(320) 589-6451
ummcst@mrs.umn.edu
www.centerforsmalltowns.org
Office Hours: Monday-Friday 9 a.m.- 4:30 p.m.

Table of Contents

Introduction.....	5
Section 1: Core Variables	5
Respondent Characteristics	5
Worth of the Leadership Program.....	10
Section 2: Survey Responses	11
Section 3: Ranked Change	13
Section 4: Breakdown By Program	14
Largest Change	14
Anomalous Change	22
Section 5: Factor Analysis	24
Appendix	29

Table of Figures

Table 1: Respondents by Leadership Program.....	6
Table 2: Year Respondents Completed Leadership Program	6
Table 3: Gender of Respondents	6
Table 4: Employment Status of Respondents	6
Table 5: Marital Status of Respondents	7
Table 6: Highest Level of Education of Respondents.....	7
Table 7: Total Household Income in 1999 of Respondents	7
Table 8: Number of Years Lived in Current Community of Respondents	9
Table 9: Immediate family Members Living in Community of Respondents	9
Table 10: Vote in Last Local Election?.....	9
Table 11: Vote in Last State Election?.....	9
Table 12: Vote in Last Presidential Election?.....	10
Table 13: Do you feel participation was worth your time and effort?	10
Table 14: Feel program is worth the amount of time and resources put into it?.....	10
Table 15: All questions with mean before, after, & change scores.....	13
Table 16: Top 20 Questions Ranked by Mean Change	14
Table 17: Lowest 10 Questions Ranked by Mean Change	14
Table 18: Summary Table of Largest Change by Leadership Program.....	15
Table 19: Bridging Brown County highest change.....	15
Table 20: Building Common Ground highest change	16
Table 21: Carver County highest change	17
Table 22: Leadership Academy highest change.....	18
Table 23: Minnesota Agriculture highest change	20
Table 24: Northwest Emerging highest change	21
Table 25: Southcentral WE-LEAD highest change	21
Table 26: Supporting Community highest change.....	22
Table 27: Anomalous change for Bridging Brown County	23
Table 28: Anomalous change for Building Common Ground.....	23
Table 29: Anomalous change for Carver County	23
Table 30: Anomalous change for Supporting Community	23
Table 31: Factor 1 for Change Factor Analysis	24
Table 32: Factor 2 for Change Factor Analysis	24
Table 33: Factor 3 for Change Factor Analysis	25
Table 34: Factor 4 for Change Factor Analysis	25
Table 35: Factor 5 for Change Factor Analysis	26
Table 36: Correlation Matrix for Factors	26
Table 37: Mean Scores of Five Constructed Outcome Indicators by Leadership Program.....	27
Table 38: Leadership Program Survey Questions sorted by Question Number	31
Table 39: Leadership Program Survey Questions sorted by 'Question as it appears in paper'	33

Introduction

The Community Leadership Program offered by the University of Minnesota Extension Service is active in many communities across the state. To conduct an analysis of the outcomes associated with the program, a pre- and post-survey was administered to the participants. A research team from the Center for Small Towns became involved to objectively analyze the survey results in the Spring of 2004. Benjamin Winchester, Coordinator of Data Analysis and Research, and UMM student Josh Mattson were the primary members of the research team. This report will examine the responses using simple descriptive techniques and a multivariate factor analysis to determine summary results, underlying themes, programmatic differences, and methods for reducing the need for future data collection.

Section 1: Core Variables

This first section will examine the control variables of this survey. These variables include core characteristics of the respondents, such as age, gender, employment status, household income, etc., and questions about voting history and the worth of the leadership program.

Respondent Characteristics

These survey results are from surveys conducted in 8 community leadership programs and included a total of 183 participants. Table 1 shows the number of participants/respondents for each community leadership program and what percent of the total participants/respondents were in each program.

The mean age of the 175 respondents was 45.81 years. The most frequently observed ages of the survey respondents were 39 years and 46 years. There were 11 respondents that were 39 years old and 11 respondents that were 46 years old. The data also shows that one of the respondents was of age 4. The original surveys were not provided, thus the research team was unable to verify a data entry problem.

Tables 2-9 show other characteristics of the survey respondents and Tables 10-12 show voting turnout of respondents. For each of these variables there were some data that was missing largely due to respondents opting not to respond or not being able to respond. It is important to note that Percent is calculated from only valid responses, which does not include the missing observations (e.g. from Table 2, $8 \div 173 = 4.6\%$ of respondents completed the leadership program in 1996). The typical respondent is employed, married/has significant other, has had some education past high school, has a total household income of at least \$30,000, and has immediate family members living in the same community.

Community Leadership Program	Number of Respondents	Percent	Cumulative Percent
Bridging Brown County	19	10.4	10.4
Building Common Ground	8	4.4	14.8
Carver County	15	8.2	23.0
Leadership Academy	24	13.1	36.1
Minnesota Agricultural	23	12.6	48.6
Northwest Emerging	65	35.5	84.2
Southcentral WE-LEAD	13	7.1	91.3
Supporting Community	16	8.7	100
Total	183	100	

Table 1: Respondents by Leadership Program

Year Completed Leadership Program	Count	Percent	Cumulative Percent
1996	8	4.6	4.6
1997	15	8.7	13.3
1998	9	5.2	18.5
1999	17	9.8	28.3
2000	33	19.1	47.4
2001	53	30.6	78.0
2002	10	5.8	83.8
Unsure/Don't Remember	24	13.9	97.7
Did not complete program	4	2.3	100
Total	173	100	
Missing	10		

Table 2: Year Respondents Completed Leadership Program

Gender	Count	Percent
Male	103	58.2
Female	74	41.8
Total	177	100
Missing	6	

Table 3: Gender of Respondents

Current Employment Status	Count	Percent	Cumulative Percent
Employed full time	102	58.0	58.0
Employed part-time	26	14.8	72.7
Self-employed	36	20.5	93.2
Retired	5	2.8	96.0
Homemaker	5	2.8	98.9
Disabled	1	0.6	99.4
Other	1	0.6	100
Total	176	100	
Missing	7		

Table 4: Employment Status of Respondents

Current Marital Status	Count	Percent	Cumulative Percent
Single/Never Married	5	2.9	2.9
Married/Significant other	164	93.7	96.6
Divorced	5	2.9	99.4
Widowed	1	0.6	100
Total	175	100	
Missing	8		

Table 5: Marital Status of Respondents

Highest Level of Education	Count	Percent	Cumulative Percent
High school graduate or GED	20	11.4	11.4
Vocational, technical, or Business school	22	12.6	24.0
Some college	29	16.6	40.6
College graduate	62	35.4	76.0
Post college/Graduate work	42	24.0	100
Total	175	100	
Missing	8		

Table 6: Highest Level of Education of Respondents

Total Household Income in 1999	Count	Percent	Cumulative Percent
Less Than 10,000	3	1.8	1.8
At least 10,000 less than 20,000	5	2.9	4.7
At least 20,000 less than 30,000	11	6.5	11.2
At least 30,000 less than 50,000	36	21.2	32.4
At least 50,000 less than 100,000	83	48.8	81.2
More than 100,000	18	10.6	91.8
Don't know/Not sure	1	0.6	92.4
Refused	13	7.6	100.0
Total	170	100.0	
Missing	13		

Table 7: Total Household Income in 1999 of Respondents

Number of Years Lived in Current Community	Count	Percent	Cumulative Percent
1	1	0.6	0.6
2	5	2.8	3.4
3	5	2.8	6.3
5	2	1.1	7.4
6	4	2.3	9.7
7	4	2.3	11.9
8	2	1.1	13.1
9	3	1.7	14.8
10	4	2.3	17.0
11	3	1.7	18.8
12	10	5.7	24.4
13	5	2.8	27.3
14	5	2.8	30.1
15	5	2.8	33.0
16	4	2.3	35.2
17	2	1.1	36.4
18	8	4.5	40.9
19	2	1.1	42.0
20	9	5.1	47.2
21	6	3.4	50.6
22	7	4.0	54.5
23	7	4.0	58.5
24	4	2.3	60.8
25	7	4.0	64.8
26	5	2.8	67.6
27	2	1.1	68.8
28	2	1.1	69.9
29	3	1.7	71.6
30	3	1.7	73.3
31	1	0.6	73.9
32	2	1.1	75.0
36	2	1.1	76.1
37	1	0.6	76.7
38	1	0.6	77.3
39	3	1.7	79.0
40	3	1.7	80.7
41	1	0.6	81.3
42	1	0.6	81.8
44	2	1.1	83.0
45	2	1.1	84.1
46	2	1.1	85.2
48	3	1.7	86.9
50	6	3.4	90.3
51	3	1.7	92.0

Number of Years Lived in Current Community	Count	Percent	Cumulative Percent
53	1	0.6	92.6
55	2	1.1	93.8
56	2	1.1	94.9
57	1	0.6	95.5
58	1	0.6	96.0
59	1	0.6	96.6
65	3	1.7	98.3
66	1	0.6	98.9
68	1	0.6	99.4
78	1	0.6	100.0
Total	176	100	
Missing	7		

Table 8: Number of Years Lived in Current Community of Respondents

Have Immediate Family Members Living in Community			
	Count	Percent	Cumulative Percent
No	54	31.2	31.2
Yes	119	68.8	100
Total	173	100	
Missing	10		

Table 9: Immediate family Members Living in Community of Respondents

Vote in Last Local Election?	Count	Percent	Cumulative Percent
Yes	167	96.5	96.5
No	5	2.9	99.4
Don't Know/Not Sure	1	0.6	100
Total	173	100	
Missing	183		

Table 10: Vote in Last Local Election?

Vote in Last State Election?	Count	Percent	Cumulative Percent
Yes	171	98.3	98.3
No	2	1.1	99.4
Don't Know/Not Sure	1	0.6	100
Total	174	100	
Missing	9		

Table 11: Vote in Last State Election?

Vote in Last Presidential Election?	Count	Percent	Cumulative Percent
Yes	171	98.8	98.8
No	1	0.6	99.4
Don't Know/Not Sure	1	0.6	100
Total	173	100	
Missing	10		

Table 12: Vote in Last Presidential Election?

Worth of the Leadership Program

Do you feel participation was worth your time and effort?

	Count	Percent	Cumulative Percent
Yes	166	94.9	94.9
No	9	5.1	100
Total	175	100	
Missing	8		

Table 13: Do you feel participation was worth your time and effort?

Feel program is worth the amount of time and resources put into it?

	Count	Percent	Cumulative Percent
Yes	162	95.9	95.9
No	7	4.1	100
Total	169	100	
Missing	14		

Table 14: Feel program is worth the amount of time and resources put into it?

Section 2: Survey Responses

Table 15 has all of the survey questions listed along with the mean *before* (pre-survey) scores for, mean *after* (post-survey) scores, and the change between these mean scores. This table also shows the percent of respondents whose answer for the after program question decreased (lower level of agreement) and the percent of respondents whose answer increased (higher level of agreement).

Tables 38 and 39 in the Appendix list all of the survey questions as they appear in this paper, how they originally appeared in the survey, and question numbers.

	Before	After	Change	Percent Decreasing	Percent Increasing
Aim to improve consensus-building skills	2.497	1.890	+0.617	2.4	56.3
Am a leadership role mode for others	2.535	2.029	+0.503	3.5	46.8
Appreciate local business	1.887	1.497	+0.390	1.1	36.2
Articulate convincing vision of future of community	2.793	2.156	+0.640	4.1	59.9
Aware of all the needs of my community	2.932	2.563	+0.377	2.3	38.9
Believe participating in community leadership programs integrates...	2.462	1.874	+0.585	1.2	51.2
Believe there are a lot of community leadership in my community	2.345	1.883	+0.463	3.4	43.5
Can function effectively in uncertain situations	2.834	2.384	+0.440	1.7	42.9
Can lead volunteer organizations	2.263	1.699	+0.571	1.8	51.8
Community is cohesive in its efforts	2.783	2.524	+0.273	5.5	29.7
Confident of my ability to work together	2.402	1.756	+0.648	4.5	57
Consider myself to be well qualified for public issues	2.603	1.872	+0.747	1.7	57.9
Do not try to control everything	2.152	1.817	+0.331	4.5	29.8
Don't think public officials care much what people like	2.889	2.967	-0.078	24.6	19
Endeavor to improve my credibility as a leader	2.297	1.669	+0.630	1.2	52
Envision exciting new possibilities	2.554	1.904	+0.655	4	53.1
Express ideas and opinions about community	2.519	1.829	+0.678	4.4	55.6
Feel I could do as good a job in public office	2.680	1.977	+0.709	2.3	49.7
Felt that I have a good understanding of public issues	2.466	1.826	+0.644	4	54.2
Get to know people in their different roles	2.375	1.790	+0.585	0.6	48.9
Have a sense of belonging to my community	2.211	1.799	+0.408	1.1	36.8
Have a sense of community ownership	2.261	1.747	+0.511	4	46
Have an important leadership responsibility	2.464	1.983	+0.480	5	44.1
Have confidence community	2.680	2.163	+0.531	4.6	46.9
Have knowledge of local, county, and state resources	2.489	1.800	+0.695	2.9	56.9
Have observed that female community leadership program alumni ...	2.514	2.099	+0.409	2.9	35.8

	Before	After	Change	Percent Decreasing	Percent Increasing
Have pride in my community	1.924	1.601	+0.320	2.3	29.7
Have understanding and patience when working with others	2.287	1.833	+0.461	3.4	43.3
I am a good listener	2.101	1.694	+0.408	0	35.2
I am unselfish	2.282	2.047	+0.235	3.5	25.9
Improve my public speaking skills	2.483	1.921	+0.563	5.1	50
Involved in my community	2.050	1.737	+0.313	4.5	33.5
Know about local history of community	2.373	2.074	+0.297	4	30.3
Know how my community fits in on the global level	2.810	2.305	+0.509	1.2	47.2
Know how to assess and tackle problems	2.477	1.857	+0.622	1.2	52.9
Know how to change things in my community	2.780	2.193	+0.590	3.5	54.9
Know steps needed to obtain broad-based support	2.795	1.994	+0.818	2.9	62.9
Know the difference between management and leadership	2.333	1.640	+0.699	2.3	58
Likely to participate in community meetings	2.384	1.876	+0.508	4.5	48
Move out of my comfort zone and learn to grow	2.614	1.910	+0.705	0.6	55.7
Overcome obstacles and challenges	2.397	1.737	+0.669	3.4	56.7
People like me don't have any say about government	3.006	3.210	-0.206	28	15.4
Positive in all aspects of my life	2.506	2.107	+0.399	2.2	37.6
Public issues seem so complicated	2.837	2.950	-0.124	28.7	20.2
Regard change as a source of vitality	2.282	1.716	+0.569	1.7	46
Rely of everyone's strengths for change	2.534	2.119	+0.414	3.4	41.4
Respect a variety of leadership styles	2.197	1.603	+0.590	1.1	45.5
Satisfied with the status quo	3.179	3.320	-0.133	20.8	9.8
Seek out different perspectives	2.556	1.916	+0.640	1.7	53.9
Seek to forge connections and strengthen personal and professional bonds	2.561	1.936	+0.635	0.6	52.4
Sense of mission	2.165	1.445	+0.720	0.5	56.6
Strive to do better in my career	1.960	1.597	+0.385	4	33.9
Strive to improve quality of life in my community	2.069	1.686	+0.383	3.4	36.6
Strive to increase my analysis and reasoning skills	2.293	1.706	+0.598	0.6	47.7
Strive to make this community a better place	2.223	1.783	+0.440	2.3	44
Talk optimistically about community	2.470	1.884	+0.583	3.9	50.6
Think I am better informed about public issues	2.531	1.921	+0.616	3.4	47.5
Think there are lots of volunteers for projects	2.552	2.131	+0.420	1.1	38.5
Trust can overcome	2.106	1.550	+0.556	1.7	46.1
Try to deepen personal relationships with others	2.409	1.898	+0.497	1.7	44
Try to learn more about people's background	2.302	1.827	+0.475	3.4	43.6
Understand how new ideas are adopted	2.814	2.034	+0.790	1.7	61.4
Understand importance of using various types of data	2.451	1.811	+0.657	2.9	57

	Before	After	Change	Percent Decreasing	Percent Increasing
Understand my community's structure and dynamics	2.626	2.023	+0.602	1.8	52
Understand my own strengths and weaknesses	2.202	1.650	+0.551	1.1	43.3
Understand the implications of local issues	2.345	1.839	+0.509	2.3	45.7
Understand the importance of building agreement	2.434	1.684	+0.769	1.2	59
Use my leadership skills in different situations	2.227	1.534	+0.697	0.6	52.6
Value the contributions others make	1.967	1.478	+0.489	1.7	43.9
Work at developing new leaders	2.820	2.155	+0.669	3.5	52.9

Table 15: All questions with mean before, after, & change scores

Section 3: Ranked Change

Table 16 shows the twenty survey questions that experienced the largest positive change in mean scores. Table 17 shows the ten survey questions that experienced the smallest positive change in mean scores. Table 17 includes 4 questions that experienced a negative change in mean scores – however, it is important to note that we *expect* these values to be negative. These are the only four questions that have this expectation.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Know steps needed to obtain broad-based support	170	-1	3	139	+0.818	0.826
Understand how new ideas are adopted	176	-2	3	139	+0.790	0.818
Understand the importance of building agreement	173	-2	3	133	+0.769	0.810
Consider myself to be well qualified for public issues	178	-1	3	133	+0.747	0.794
Sense of mission	182	-1	3	131	+0.720	0.738
Feel I could do as good a job in public office	175	-2	3	124	+0.709	0.904
Move out of my comfort zone and learn to grow	176	-1	3	124	+0.705	0.751
Know the difference between management and leadership	176	-1	3	123	+0.699	0.745
Use my leadership skills in different situations	175	-1	3	122	+0.697	0.769
Have knowledge of local, county, and state resources	174	-1	3	121	+0.695	0.771
Express ideas and opinions about community	180	-2	3	122	+0.678	0.837
Work at developing new leaders	172	-2	3	115	+0.669	0.831
Overcome obstacles and challenges	178	-1	3	119	+0.669	0.764
Understand importance of using various types of data	172	-1	3	113	+0.657	0.729
Envision exciting new possibilities	177	-1	3	116	+0.655	0.819
Confident of my ability to work together	179	-2	3	116	+0.648	0.782
Felt that I have a good understanding of public issues	177	-2	3	114	+0.644	0.814

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Seek out different perspectives	178	-2	3	114	+0.640	0.740
Articulate convincing vision of future of community	172	-2	3	110	+0.640	0.724
Seek to forge connections and strengthen personal and professional bonds	170	-1	3	108	+0.635	0.702

Table 16: Top 20 Questions Ranked by Mean Change

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
People like me don't have any say about government	175	-3	3	-36	-0.206	0.936
Satisfied with the status quo	173	-2	3	-23	-0.133	0.665
Public issues seem so complicated	178	-3	3	-22	-0.124	0.961
Don't think public officials care much what people like	179	-2	2	-14	-0.078	0.896
I am unselfish	170	-2	3	40	+0.235	0.599
Community is cohesive in its efforts	165	-2	2	45	+0.273	0.638
Know about local history of community	175	-2	2	52	+0.297	0.628
Involved in my community	179	-2	2	56	+0.313	0.672
Have pride in my community	172	-1	2	55	+0.320	0.599
Do not try to control everything	178	-1	3	59	+0.331	0.695

Table 17: Lowest 10 Questions Ranked by Mean Change

Section 4: Breakdown By Program

This section breaks down the mean change of the survey questions by leadership programs.

Largest Change

Tables 19-26 show the questions that experienced the largest positive change for each of the community leadership programs. The mean column in these tables refers to the mean change from the before program survey response to the after program survey response. Each table has a somewhat arbitrary cutoff mean of 0.5. Table 18 summarizes these changes by looking at the number of questions in each program that had change of at least 0.5 and the by looking at the largest mean change value in each program.

Some community leadership programs saw many more questions with a high change than other programs, such as Leadership Academy compared to Bridging Brown County. Also, some leadership programs saw higher mean change in many questions, for example Building Common Ground and Minnesota Agriculture experienced mean change over 1 for a number survey questions.

Leadership Program	Number of Questions With ≥ 0.5 Change	Largest Change
Bridging Brown County	16	0.842
Building Common Ground	36	1.375
Carver County	21	0.786
Leadership Academy	54	1.292
Minnesota Agriculture	53	1.409
Northwest Emerging	43	0.847
Southcentral WE-LEAD	32	0.923
Supporting Community	24	0.933

Table 18: Summary Table of Largest Change by Leadership Program

Bridging Brown County

	Mean	N	RANK
Know steps needed to obtain broad-based support	0.842	19	1
Understand the importance of building agreement	0.722	18	2
Have knowledge of local, county, and state resources	0.684	19	3
Felt that I have a good understanding of public issues	0.667	18	4
Sense of mission	0.632	19	5
Understand how new ideas are adopted	0.632	19	5
Consider myself to be well qualified for public issues	0.579	19	7
Regard change as a source of vitality	0.579	19	7
Move out of my comfort zone and learn to grow	0.579	19	7
Aim to improve consensus-building skills	0.556	18	10
Articulate convincing vision of future of community	0.526	19	11
Seek out different perspectives	0.526	19	11
Use my leadership skills in different situations	0.526	19	11
Improve my public speaking skills	0.500	18	14
Know how to assess and tackle problems	0.500	18	14
Have a sense of community ownership	0.500	18	14

Table 19: Bridging Brown County highest change

Building Common Ground

	Mean	N	RANK
Feel I could do as good a job in public office	1.375	8	1
Understand how new ideas are adopted	1.250	8	2
Know steps needed to obtain broad-based support	1.250	8	2
Work at developing new leaders	1.125	8	4
Consider myself to be well qualified for public issues	1.125	8	4
Sense of mission	1.000	8	6
Endeavor to improve my credibility as a leader	1.000	8	6
Can function effectively in uncertain situations	0.875	8	8
Seek out different perspectives	0.875	8	8
Use my leadership skills in different situations	0.875	8	8
Do not try to control everything	0.875	8	8
Move out of my comfort zone and learn to grow	0.875	8	8
Improve my public speaking skills	0.875	8	8
Am a leadership role model for others	0.875	8	8
Overcome obstacles and challenges	0.857	7	15
Know the difference between management and leadership	0.857	7	16
Articulate convincing vision of future of community	0.714	7	17
Trust can overcome	0.625	8	18
Envision exciting new possibilities	0.625	8	18
Talk optimistically about community	0.625	8	18
Understand my own strengths and weaknesses	0.625	8	18
Respect a variety of leadership styles	0.625	8	18
Value the contributions others make	0.625	8	18
Believe there are a lot of community leadership in my community	0.625	8	18
Know how my community fits in on the global level	0.625	8	18
Strive to increase my analysis and reasoning skills	0.571	7	26
Appreciate local business	0.571	7	27
Understand the importance of building agreement	0.500	8	28
Felt that I have a good understanding of public issues	0.500	8	28
Think I am better informed about public issues	0.500	8	28
Public issues seem so complicated	0.500	8	28
Regard change as a source of vitality	0.500	8	28
Seek to forge connections and strengthen personal and professional bonds	0.500	8	28
Aware of all the needs of my community	0.500	8	28
Believe participating in community leadership programs integrates...	0.500	8	28
Know how to change things in my community	0.500	8	28

Table 20: Building Common Ground highest change

Carver County

	Mean	N	RANK
Understand how new ideas are adopted	0.786	14	1
Have knowledge of local, county, and state resources	0.692	13	2
Get to know people in their different roles	0.643	14	3
Try to deepen personal relationships with others	0.643	14	4
Believe participating in community leadership programs integrates...	0.643	14	4
Confident of my ability to work together	0.600	15	6
Know how to change things in my community	0.600	15	6
I am a good listener	0.571	14	8
Move out of my comfort zone and learn to grow	0.571	14	8
Rely of everyone's strengths for change	0.571	14	8
Know how to assess and tackle problems	0.538	13	11
Can lead volunteer organizations	0.538	13	11
Sense of mission	0.533	15	13
Work at developing new leaders	0.533	15	13
Know about local history of community	0.533	15	13
Understand the importance of building agreement	0.500	14	16
Use my leadership skills in different situations	0.500	12	16
Improve my public speaking skills	0.500	14	16
Endeavor to improve my credibility as a leader	0.500	14	16
Know the difference between management and leadership	0.500	14	16
Positive in all aspects of my life	0.500	14	16

Table 21: Carver County highest change

Leadership Academy

	Mean	N	RANK
Know the difference between management and leadership	1.292	24	1
Have and important leadership responsibility	0.958	24	2
Endeavor to improve my credibility as a leader	0.917	24	3
Understand how new ideas are adopted	0.913	23	4
Understand the importance of building agreement	0.909	22	5
Confident of my ability to work together	0.875	24	6
Regard change as a source of vitality	0.833	24	7
Use my leadership skills in different situations	0.833	24	7
Articulate convincing vision of future of community	0.818	22	9
Seek to forge connections and strengthen personal and professional bonds	0.810	21	10
Know steps needed to obtain broad-based support	0.810	21	11
Move out of my comfort zone and learn to grow	0.792	24	12
Seek out different perspectives	0.792	24	13
Respect a variety of leadership styles	0.792	24	13
Know how to assess and tackle problems	0.792	24	15
Overcome obstacles and challenges	0.783	23	16
Feel I could do as good a job in public office	0.783	23	16
Understand importance of using various types of data	0.783	23	16
Strive to improve quality of life in my community	0.773	22	19
Envision exciting new possibilities	0.750	24	20

Leadership Academy

	Mean	N	RANK
Have knowledge of local, county, and state resources	0.750	24	20
Talk optimistically about community	0.739	23	22
Express ideas and opinions about community	0.739	23	22
Have a sense of community ownership	0.739	23	22
Have observed that female community leadership program alumni ...	0.733	15	25
Get to know people in their different roles	0.708	24	26
Consider myself to be well qualified for public issues	0.708	24	27
Understand my community's structure and dynamics	0.696	23	28
Understand the implications of local issues	0.652	23	29
Strive to make this community a better place	0.652	23	29
Know how to change things in my community	0.636	22	31
Sense of mission	0.625	24	32
Felt that I have a good understanding of public issues	0.625	24	32
Have understanding and patience when working with others	0.625	24	32
Improve my public speaking skills	0.625	24	32
Aim to improve consensus-building skills	0.619	21	36
Believe there are a lot of community leadersh in my community	0.609	23	37
Likely to participate in community meetings	0.591	22	38
Can lead volunteer organizations	0.591	22	39
Trust can overcome	0.583	24	40
Know how my community fits in on the global level	0.571	21	41
Have a sense of belonging to my community	0.565	23	42
Think there are lots of volunteers for projects	0.565	23	42
Am a leadership role mode for others	0.545	22	44
Value the contributions others make	0.542	24	45
Positive in all aspects of my life	0.542	24	45
Think I am better informed about public issues	0.542	24	47
Understand my own strengths and weaknesses	0.542	24	47
Have confidence community	0.522	23	49
Appreciate local business	0.522	23	49
Rely of everyone's strengths for change	0.522	23	51
Work at developing new leaders	0.500	22	52
I am a good listener	0.500	24	52
Involved in my community	0.500	24	52

Table 22: Leadership Academy highest change

Minnesota Agricultural

	Mean	N	RANK
Feel I could do as good a job in public office	1.409	22	1
Know steps needed to obtain broad-based support	1.391	23	2
Work at developing new leaders	1.217	23	3
Consider myself to be well qualified for public issues	1.174	23	4
Think I am better informed about public issues	1.174	23	4
Move out of my comfort zone and learn to grow	1.174	23	6
Understand how new ideas are adopted	1.136	22	7
Improve my public speaking skills	1.130	23	8
Understand the importance of building agreement	1.130	23	9
Use my leadership skills in different situations	1.087	23	10
Express ideas and opinions about community	1.087	23	11
Seek to forge connections and strengthen personal and professional bonds	1.045	22	12
Know how my community fits in on the global level	1.045	22	12
Envision exciting new possibilities	1.043	23	14
Aim to improve consensus-building skills	1.043	23	14
Have knowledge of local, county, and state resources	1.043	23	14
Sense of mission	0.957	23	17
Understand my community's structure and dynamics	0.957	23	18
Understand importance of using various types of data	0.957	23	19
Have confidence community	0.955	22	20
Seek out different perspectives	0.913	23	21
Felt that I have a good understanding of public issues	0.870	23	22
Understand my own strengths and weaknesses	0.870	23	22
Am a leadership role model for others	0.870	23	22
Overcome obstacles and challenges	0.870	23	25
Respect a variety of leadership styles	0.826	23	26
Know how to change things in my community	0.826	23	26
Talk optimistically about community	0.826	23	28
Endeavor to improve my credibility as a leader	0.826	23	28
Try to learn more about people's background	0.783	23	30
Articulate convincing vision of future of community	0.783	23	31
Confident of my ability to work together	0.783	23	31
Likely to participate in community meetings	0.783	23	33
Strive to increase my analysis and reasoning skills	0.739	23	34
Know how to assess and tackle problems	0.739	23	34
Have a sense of community ownership	0.739	23	34
Trust can overcome	0.696	23	37
Believe participating in community leadership programs integrates...	0.696	23	37
Have understanding and patience when working with others	0.652	23	39
Get to know people in their different roles	0.652	23	40
Believe there are a lot of community leadership in my community	0.636	22	41
Know the difference between management and leadership	0.609	23	42
Regard change as a source of vitality	0.609	23	43
Strive to do better in my career	0.609	23	43

Minnesota Agricultural

	Mean	N	RANK
Try to deepen personal relationships with others	0.609	23	43
Value the contributions others make	0.609	23	43
Understand the implications of local issues	0.609	23	43
Have and important leadership responsibility	0.565	23	48
Can lead volunteer organizations	0.522	23	49
Involved in my community	0.522	23	49
Strive to improve quality of life in my community	0.522	23	49
Strive to make this community a better place	0.522	23	49
Can function effectively in uncertain situations	0.522	23	53

Table 23: Minnesota Agriculture highest change

Northwest Emerging

	Mean	N	RANK
Understand the importance of building agreement	0.847	59	1
Express ideas and opinions about community	0.778	63	2
Know steps needed to obtain broad-based support	0.763	59	3
Consider myself to be well qualified for public issues	0.742	62	4
Strive to increase my analysis and reasoning skills	0.733	60	5
Know the difference between management and leadership	0.721	61	6
Move out of my comfort zone and learn to grow	0.717	60	7
Work at developing new leaders	0.712	59	8
Envision exciting new possibilities	0.705	61	9
Use my leadership skills in different situations	0.705	61	9
Sense of mission	0.703	64	11
Understand how new ideas are adopted	0.694	62	12
Believe participating in community leadership programs integrates...	0.685	54	13
Understand importance of using various types of data	0.683	60	14
Can lead volunteer organizations	0.678	59	15
Articulate convincing vision of future of community	0.678	59	16
Have knowledge of local, county, and state resources	0.672	61	17
Felt that I have a good understanding of public issues	0.661	62	18
Understand the implications of local issues	0.643	56	19
Seek to forge connections and strengthen personal and professional bonds	0.639	61	20
Seek out different perspectives	0.639	61	21
Overcome obstacles and challenges	0.635	63	22
Get to know people in their different roles	0.633	60	23
Know how to assess and tackle problems	0.627	59	24
Aim to improve consensus-building skills	0.614	57	25
Have and important leadership responsibility	0.613	62	26
Confident of my ability to work together	0.613	62	27
Talk optimistically about community	0.609	64	28
Likely to participate in community meetings	0.597	62	29
Think I am better informed about public issues	0.597	62	30
Regard change as a source of vitality	0.593	59	31
Understand my community's structure and dynamics	0.583	60	32
Endeavor to improve my credibility as a leader	0.579	57	33
Know how to change things in my community	0.576	59	34

Northwest Emerging

	Mean	N	RANK
Trust can overcome	0.563	64	35
Have confidence community	0.548	62	36
Try to deepen personal relationships with others	0.532	62	37
Think there are lots of volunteers for projects	0.532	62	38
Respect a variety of leadership styles	0.532	62	39
Strive to make this community a better place	0.525	61	40
Have observed that female community leadership program alumni ...	0.523	44	41
Feel I could do as good a job in public office	0.508	61	42
Have a sense of community ownership	0.500	62	43

Table 24: Northwest Emerging highest change

Southcentral WE-LEAD

	Mean	N	RANK
Feel I could do as good a job in public office	0.923	13	1
Have knowledge of local, county, and state resources	0.909	11	2
Sense of mission	0.846	13	3
Understand my community's structure and dynamics	0.800	10	4
Overcome obstacles and challenges	0.769	13	5
Express ideas and opinions about community	0.692	13	6
Consider myself to be well qualified for public issues	0.692	13	6
Respect a variety of leadership styles	0.692	13	6
Strive to increase my analysis and reasoning skills	0.692	13	6
Aim to improve consensus-building skills	0.692	13	6
Know steps needed to obtain broad-based support	0.667	12	11
Aware of all the needs of my community	0.667	12	11
Understand how new ideas are adopted	0.615	13	13
Confident of my ability to work together	0.615	13	14
Think I am better informed about public issues	0.583	12	15
Work at developing new leaders	0.583	12	16
Know how to change things in my community	0.583	12	16
Have observed that female community leadership program alumni ...	0.556	9	18
Envision exciting new possibilities	0.538	13	19
Understand the importance of building agreement	0.538	13	19
Understand my own strengths and weaknesses	0.538	13	19
Use my leadership skills in different situations	0.538	13	19
Have understanding and patience when working with others	0.538	13	19
Endeavor to improve my credibility as a leader	0.538	13	19
Know how to assess and tackle problems	0.538	13	19
Try to deepen personal relationships with others	0.538	13	19
Have a sense of community ownership	0.538	13	19
Strive to improve quality of life in my community	0.538	13	19
Value the contributions others make	0.538	13	19
Articulate convincing vision of future of community	0.500	12	30
Seek to forge connections and strengthen personal and professional bonds	0.500	12	30
Can lead volunteer organizations	0.500	12	30

Table 25: Southcentral WE-LEAD highest change

Supporting Community

	Mean	N	RANK
Overcome obstacles and challenges	0.933	15	1
Trust can overcome	0.800	15	2
Feel I could do as good a job in public office	0.800	15	2
Felt that I have a good understanding of public issues	0.733	15	4
Can lead volunteer organizations	0.733	15	4
Confident of my ability to work together	0.733	15	6
Consider myself to be well qualified for public issues	0.667	15	7
Know how to assess and tackle problems	0.643	14	8
Sense of mission	0.625	16	9
Understand my own strengths and weaknesses	0.625	16	9
Understand importance of using various types of data	0.615	13	11
Understand how new ideas are adopted	0.600	15	12
Get to know people in their different roles	0.600	15	12
Talk optimistically about community	0.563	16	14
Articulate convincing vision of future of community	0.563	16	14
Think I am better informed about public issues	0.533	15	16
Can function effectively in uncertain situations	0.533	15	16
Seek to forge connections and strengthen personal and professional bonds	0.533	15	16
Try to deepen personal relationships with others	0.533	15	16
Rely of everyone's strengths for change	0.533	15	16
Believe participating in community leadership programs integrates...	0.533	15	16
Express ideas and opinions about community	0.500	16	22
Know the difference between management and leadership	0.500	16	22
Try to learn more about people's background	0.500	16	22

Table 26: Supporting Community highest change

Anomalous Change

Each question in the survey carries some kind of expectation of change. In other words, after the completion of the leadership program, the way people respond to the same question is expected to change. Most of the questions in the survey are expected to have a positive change. That is to say that people will have a higher level of agreement with the question now than they did before the program.

However, there are four questions in the survey that are expected to have a negative change, or a movement to a lower level of agreement. These questions are:

- I don't think public officials care much what people like me think.
- People like me don't have any say about what the government does.
- Sometimes Public issues and government seem so complicated that people like me can't really understand what's going on.
- I am satisfied with the status quo.

The overall mean change values (includes all programs and all respondents) in Table 15 indicates that these expectations are met. When the mean change is broken down by leadership program, these expectations are met for Leadership Academy, Minnesota

Agriculture, Southcentral WE-LEAD, and Northwest Emerging, but not met for the other leadership programs. Tables 27–30 give the survey questions that had the opposite change of what was expected, broken down by leadership program.

Bridging Brown County

	Mean Change
Don't think public officials care much what people like	0.263
Public issues seem so complicated	0.105

Table 27: Anomalous change for Bridging Brown County

Building Common Ground

	Mean Change
Public issues seem so complicated	0.500
Likely to participate in community meetings	-0.125
Strive to improve quality of life in my community	-0.125
Have a sense of belonging to my community	-0.125
Involved in my community	-0.500

Table 28: Anomalous change for Building Common Ground

Carver County

	Mean Change
Don't think public officials care much what people like	0.071

Table 29: Anomalous change for Carver County

Supporting Community

	Mean Change
Strive to do better in my career	-0.067

Table 30: Anomalous change for Supporting Community

Section 5: Factor Analysis

A factor analysis was conducted on the seventy indicators in the data in order to determine patterns of similarity between questions. The entire tables of factor results can be found in the Appendix. The Pigg report provides a basis for identifying the themes of each factor, and will be utilized as a means of comparison for the results of this study. For example, the questions in Factor 1 pertain to the Civic Engagement factor. These factors allow for the evaluation of the different leadership programs and they allow for comparison between programs.

To achieve a more reliable analysis, missing observations were removed from the data along with observations of 0. A response of 0 to a question means that the respondent was not sure or the question was not applicable. Thus, if a respondent is not sure/not applicable on either the “Before” survey or the “Today” survey but responded with a 1, 2, 3, or 4 on the opposite survey, there is a measure of change that is not entirely accurate.

Factor 1	Factor Loadings
Think I am better informed about public issues	0.811558
Feel I could do as good a job in public office	0.735386
Seek to forge connections and strengthen personal and professional bonds	0.707564
Consider myself to be well qualified for public issues	0.696143
Felt that I have a good understanding of public issues	0.637513

Table 31: Factor 1 for Change Factor Analysis

The questions in factor 1 are all found in factor 5 in the Kenneth Pigg factor analysis in his program evaluation report. This factor measures Civic Engagement. There is one question not in this factor that is found in the Pigg factor analysis.

- Confident of my ability to work with others (#12)

Factor 2	Factor Loadings
Involved in my community	0.842289
Have pride in my community	0.779912
Have a sense of belonging to my community	0.770604
Have a sense of community ownership	0.724127
Strive to improve quality of life in my community	0.673522
Likely to participate in community meetings	0.635002

Table 32: Factor 2 for Change Factor Analysis

Factor 2 shares some similarities to Factor 2 of Community Commitment in the Pigg report. Three questions are not in this factor that are in factor 2 of the Pigg factor analysis.

- Value contributions others make (#62)
- Strive to make this community a better place for everyone (#69)
- Appreciate local business (#56)

One question is in this factor that is not in factor 2 of the Pigg factor analysis.

- Likely to participate in community meetings.

Factor 3	Factor Loadings
Community is cohesive in its efforts	0.738932
Aware of all the needs of my community	0.66586
Know how to change things in my community	0.602728
Rely of everyone's strengths for change	0.558732
Understand my community's structure and dynamics	0.518351

Table 33: Factor 3 for Change Factor Analysis

Factor 3 relates somewhat to factor 4 of Community Knowledge in Pigg Report. Three questions are not in this factor that are in factor 4 of the Pigg factor analysis.

- Knowledge of local, county & state resources (#46)
- Know local history of my community (#58)
- Understand implications of local issues (#64)
-

Two questions are in this factor that are not in factor 4 of the Pigg factor analysis.

- Community is cohesive in its efforts
- Rely on everyone's strengths for change

Factor 4	Factor Loadings
Do not try to control everything	0.672825
Know the difference between management and leadership	0.641782
I am unselfish	0.55618
Respect a variety of leadership styles	0.548393
Have understanding and patience when working with others	0.525291
Regard change as a source of vitality	0.494767
Endeavor to improve my credibility as a leader	0.463672
Seek out different perspectives	0.448644

Table 34: Factor 4 for Change Factor Analysis

The concepts of factor 4 relate to factor 1 of Personal Growth and Self-efficacy in the Pigg report. However, there is some disagreement of which questions should be in this factor. In fact there are only two questions that are in factor 4 and factor 1 of the Pigg report.

- Know the difference between management and leadership (#39)
- Respect a variety of leadership styles (#35)

Eight questions are not in this factor that are in factor 1 of the Pigg factor analysis.

- Know how to assess & tackle problems in systematic ways (#40)
- Try to increase analysis & reasoning skills (#38)
- Move out of my comfort zone & learn to grow (#31)
- Strive to do better in my career (#32)
- Can lead volunteer organizations (#41)
- Improve public speaking skills (#33)
- Aim to improve consensus building skills (#45)
- Leadership role model for others in community (#36)

Six questions are in this factor that are not in factor 1 of the Pigg factor analysis.

- Do not try to control everything
- I am unselfish
- Have understanding and patience when working with others
- Regard change as a source of vitality
- Endeavor to improve my credibility as a leader
- Seek out different perspectives

Factor 5	Factor Loadings
Talk optimistically about community	0.717248
Have confidence community	0.710234
Envision exciting new possibilities	0.672072
Articulate convincing vision of future of community	0.645742

Table 35: Factor 5 for Change Factor Analysis

The questions in factor 5 are all in factor 3 of the Pigg factor analysis. This factor measures Shared Future and Purpose. The Pigg factor 3 has additional questions that are not in factor 5. Five questions are not in this factor that are in factor 3 of the Pigg factor analysis.

- Understand how new ideas are adopted (#10)
- Work at developing new leaders (#9)
- Actively express my ideas (#8)
- Trust can overcome difficulties (#2)
- Overcome challenges to get things done (#7)

A correlation table was created to examine the relationships that the factors have with one another. The results can be found in Table 36.

	Civic Engagement	Community Commitment	Community Knowledge	Personal Growth and Self-efficacy	Shared Future and Purpose
Civic Engagement	1.000				
Community Commitment	.456	1.000			
Community Knowledge	.408	.585	1.000		
Personal Growth and Self-efficacy	.571	.525	.533	1.000	
Shared Future and Purpose	.449	.410	.439	.492	1.000

Table 36: Correlation Matrix for Factors

The Pearson correlation coefficients show that there is a relationship between the factors, and all are significant at the 99% level using a 2-tailed test.

Based on the factor analysis, five outcome indicators are constructed. This is done by adding the change values of each respondent for the questions in each factor. The difference and direction of the change in their response represents the change value (the sign of the change coefficient was switched so a positive change value represents an increase in agreement to the statement). From there the change of each question found in a factor was summed. For example, one respondent's responses for factor 1 were:

	Before	Today	Change
Think I am better informed about public issues	3	1	2
Feel I could do as good a job in public office	3	2	1
Seek to forge connections and strengthen personal and professional bonds	2	2	0
Consider myself to be well qualified for public issues	3	2	1
Felt that I have a good understanding of public issues	2	1	1

Here the change values were summed, 2+1+0+1+1, to get a value of 6 for the new outcome indicator of Civic Engagement. This sum of 6 was then standardized by dividing by the number of questions in the factor (5) resulting in an overall change in the factor of 1.2. The same thing was done for each respondent to get values for this new indicator. This process was then done for each of the factors.

Table 37 breaks down the mean values of the five constructed outcome variables by leadership programs. This was done by adding the change values of the responses from participants in the leadership program for the factor (e.g. Bridging Brown County and Civic Engagement) and then dividing by the number of questions in the factor to get a standardized mean change for the factor, allowing us to compare one factor to another.

Community Leadership Program	Civic Engagement	Community Commitment	Community Knowledge	Personal Growth and Self-Efficacy	Shared Future and Purpose
Bridging Brown County	.4471	.2500	.3895	.3264	.4306
Building Common Ground	.8000	-.1250	.4000	.5893	.5357
Carver County	.2769	.2262	.3846	.3636	.3846
Leadership Academy	.7100	.5702	.5158	.7273	.6932
Minnesota Agricultural	1.1429	.5909	.5565	.6467	.9205
Northwest Emerging	.6200	.4766	.4367	.4953	.6491
Southcentral WE-LEAD	.7455	.4615	.6222	.4583	.4583
Supporting Community	.7143	.0833	.3143	.3077	.4500
Total	.6780	.3967	.4523	.5071	.6099

Table 37: Mean Scores of Five Constructed Outcome Indicators by Leadership Program

A few items to notice in Table 37 would be a high mean change for Minnesota Agricultural in the Civic Engagement factor and the Shared Future and Purpose factor, a negative mean change for Community Commitment in Building Common Ground, and almost no change for Community Commitment in Supporting Community.

Control Variables

The survey provided questions asking the income, education, age, gender, employment status, marital status, years lived in the community, and the presence of immediate family members living in the community. A test was conducted to determine if the factors varied significantly based on these control variables. For instance, does the Community Commitment factor vary significantly between males and females? In the cases where the variable was not dichotomous, the median value was used as a cutoff to examine the groups below and above the median. Age was one of these variables. To recode the age variable into a dichotomous form (1 and 0), the median (45) was determined. Those respondents above 45 were placed in one group and those below placed in the other. The test then determined if there was a significant difference in factor changes between these

two groups. The only significant finding was related to age. The change found in the Personal Growth and Efficacy factor was significantly higher for those over the age of 45 as opposed to those under 45, with a significance of 99%.

Appendix

Question Number	Question as it appears in paper	Question as it appears in survey
1	Sense of mission	I understand the importance of having a collective sense of mission or purpose in my community.
2	Trust can overcome	I understand how trust in each other can help overcome difficulties in my community.
3	Envision exciting new possibilities	I envision exciting new possibilities for my community.
4	Talk optimistically about community	I talk optimistically about the future of my community.
5	Have confidence community	I have confidence that my community will achieve its goal.
6	Articulate convincing vision of future of community	I articulate a convincing vision of the future for my community.
7	Overcome obstacles and challenges	I can overcome obstacles and challenges to get things done.
8	Express ideas and opinions about community	I actively express my ideas and opinions about my community.
9	Work at developing new leaders	I work at developing new leaders within my community.
10	Understand how new ideas are adopted	I understand how new ideas are adopted in my community.
11	Don't think public officials care much what people like	I don't think public officials care much what people like me think.
12	Confident of my ability to work together	I am confident of my ability to work together with others to solve my community's problems.
13	Understand the importance of building agreement	I understand the importance of building agreement or consensus versus "majority rules" in solving problems.
14	Know steps needed to obtain broad-based support	I know the steps needed to obtain broad-based support for activities in my community.
15	Consider myself to be well qualified for public issues	I consider myself to be well qualified to participate in public issues.
16	Felt that I have a good understanding of public issues	I feel that I have a pretty good understanding of the important public issues facing our community.
17	Feel I could do as good a job in public office	I feel that I could do as good a job in public office as most other people.
18	Think I am better informed about public issues	I think that I am better informed about public issues and government than most people are.
19	Public issues seem so complicated	Sometimes public issues and government seem so complicated that people like me can't really understand what's going on.
20	People like me don't have any say about government	People like me don't have any say about what the government does.
21	Understand my own strengths and weaknesses	I understand my own strengths and weaknesses.
22	I am a good listener	I am a good listener.
23	Regard change as a source of vitality	I regard change as a source of vitality for my community.
24	Can function effectively in uncertain situations	I can function effectively in situations where information, goals, values or direction are uncertain.

Question Number	Question as it appears in paper	Question as it appears in survey
25	Seek out different perspectives	I seek out different perspectives as a means of generating ideas, information, resources, etc. for my community.
26	Seek to forge connections and strengthen personal and professional bonds	I seek to forge connections and strengthen personal and professional bonds among members in my community.
27	Understand importance of using various types of data	I understand the importance of using various types of data for determining strategic direction for my community.
28	Use my leadership skills in different situations	I use my leadership skills in different settings.
29	Have understanding and patience when working with others	I have understanding and patience when working with others.
30	Do not try to control everything	I do not try to control everything.
31	Move out of my comfort zone and learn to grow	I move out of my comfort zone and learn to grow.
32	Strive to do better in my career	I strive to do better in my career.
33	Improve my public speaking skills	I improve my public speaking skills.
34	I am unselfish	I am unselfish.
35	Respect a variety of leadership styles	I respect a variety of leadership styles.
36	Am a leadership role model for others	I am a leadership role model for others in my community.
37	Endeavor to improve my credibility as a leader	I endeavor to improve my credibility as a leader.
38	Strive to increase my analysis and reasoning skills	I strive to increase my analysis and reasoning skills.
39	Know the difference between management and leadership	I know the difference between management and leadership.
40	Know how to assess and tackle problems	I know how to assess and tackle problems in a systematic way.
41	Can lead volunteer organizations	I can lead volunteer organizations.
42	Try to deepen personal relationships with others	I try to deepen personal relationships with others in the community.
43	Get to know people in their different roles	I get to know people in their different roles.
44	Try to learn more about people's background	I try to learn more about people's backgrounds.
45	Aim to improve consensus-building skills	I aim to improve my consensus-building skills.
46	Have knowledge of local, county, and state resources	I have knowledge of local, county, and state resources.
47	Understand my community's structure and dynamics	I understand my community's structure and dynamics.
48	Likely to participate in community meetings	I am likely to participate in community meetings.
49	Have a sense of community ownership	I have a sense of community ownership.
50	Involved in my community	I am involved in my community.
51	Have pride in my community	I have pride in my community.
52	Strive to improve quality of life in my community	I strive to improve the quality of life in my community.
53	Community is cohesive in its efforts	Our community is cohesive in its efforts.
54	Have a sense of belonging to my community	I have a sense of belonging to my community.
55	Rely of everyone's strengths for change	I rely on everyone's strengths for change.
56	Appreciate local business	I appreciate local business.
57	Satisfied with the status quo	I am satisfied with the status quo.
58	Know about local history of community	I know about the local history of my community.
59	Aware of all the needs of my community	I am aware of all the needs in my community.
60	Believe participating in community leadership programs integrates...	I believe that participating in community leadership programs integrates newcomers quickly and effectively into the community.
61	Know how to change things in my community	I know how to change things in my community.
62	Value the contributions others make	I value the contributions that others make in my

Question Number	Question as it appears in paper	Question as it appears in survey
		community.
63	Have and important leadership responsibility	I have an important leadership responsibility in my community.
64	Understand the implications of local issues	I understand the implications of local issues.
65	Have observed that female community leadership program alumni ...	I have observed that female community leadership program alumni are involved in local issues.
66	Believe there are a lot of community leadersh in my community	I believe there are a lot of community leaders in my community.
67	Think there are lots of volunteers for projects	I think there are lots of volunteers for projects in my community.
68	Know how my community fits in on the global level	I know how my community fits in on the global level.
69	Strive to make this community a better place	I strive to make this community a better place for everyone.
70	Positive in all aspects of my life	I am positive in all aspects of my life.

Table 38: Leadership Program Survey Questions sorted by Question Number

Question Number	Question as it appears in paper	Question as it appears in survey
45	Aim to improve consensus-building skills	I am to improve my consensus-building skills.
36	Am a leadership role mode for others	I am a leadership role model for others in my community.
56	Appreciate local business	I appreciate local business.
6	Articulate convincing vision of future of community	I articulate a convincing vision of the future for my community.
59	Aware of all the needs of my community	I am aware of all the needs in my community.
60	Believe participating in community leadership programs integrates...	I believe that participatig in community leadership programs integrates newcomers quickly and effectively into the community.
66	Believe there are a lot of community leadersh in my community	I believe there are a lot of community leaders in my community.
24	Can function effectively in uncertain situations	I can function effectively in situations where information, goals, values or direction are uncertain.
41	Can lead volunteer organizations	I can lead volunteer organizations.
53	Community is cohesive in its efforts	Our community is cohesive in its efforts.
12	Confident of my ability to work together	I am confident of my ability to work together with others to solve my community's problems.
15	Consider myself to be well qualified for public issues	I consider myself to be well qualified to participate in public issues.
30	Do not try to control everything	I do not try to control everything.
11	Don't think public officials care much what people like	I don't think public officials care much what people like me think.
37	Endeavor to improve my credibility as a leader	I endeavor to improve my credibility as a leader.
3	Envision exciting new possibilities	I envision exciting new possibilities for my community.
8	Express ideas and opinions about community	I actively express my ideas and opinions about my community.
17	Feel I could do as good a job in public office	I feel that I could do as good a job in public office as most other people.
16	Felt that I have a good understanding of public issues	I feel that I have a pretty good understanding of the important public issues facing our community.

Question Number	Question as it appears in paper	Question as it appears in survey
43	Get to know people in their different roles	I get to know people in their different roles.
54	Have a sense of belonging to my community	I have a sense of belonging to my community.
49	Have a sense of community ownership	I have a sense of community ownership.
63	Have an important leadership responsibility	I have an important leadership responsibility in my community.
5	Have confidence in my community	I have confidence that my community will achieve its goal.
46	Have knowledge of local, county, and state resources	I have knowledge of local, county, and state resources.
65	Have observed that female community leadership program alumni ...	I have observed that female community leadership program alumni are involved in local issues.
51	Have pride in my community	I have pride in my community.
29	Have understanding and patience when working with others	I have understanding and patience when working with others.
22	I am a good listener	I am a good listener.
34	I am unselfish	I am unselfish.
33	Improve my public speaking skills	I improve my public speaking skills.
50	Involved in my community	I am involved in my community.
58	Know about local history of community	I know about the local history of my community.
68	Know how my community fits in on the global level	I know how my community fits in on the global level.
40	Know how to assess and tackle problems	I know how to assess and tackle problems in a systematic way.
61	Know how to change things in my community	I know how to change things in my community.
14	Know steps needed to obtain broad-based support	I know the steps needed to obtain broad-based support for activities in my community.
39	Know the difference between management and leadership	I know the difference between management and leadership.
48	Likely to participate in community meetings	I am likely to participate in community meetings.
31	Move out of my comfort zone and learn to grow	I move out of my comfort zone and learn to grow.
7	Overcome obstacles and challenges	I can overcome obstacles and challenges to get things done.
20	People like me don't have any say about government	People like me don't have any say about what the government does.
70	Positive in all aspects of my life	I am positive in all aspects of my life.
19	Public issues seem so complicated	Sometimes public issues and government seem so complicated that people like me can't really understand what's going on.
23	Regard change as a source of vitality	I regard change as a source of vitality for my community.
55	Rely on everyone's strengths for change	I rely on everyone's strengths for change.
35	Respect a variety of leadership styles	I respect a variety of leadership styles.
57	Satisfied with the status quo	I am satisfied with the status quo.
25	Seek out different perspectives	I seek out different perspectives as a means of generating ideas, information, resources, etc. for my community.
26	Seek to forge connections and strengthen personal and professional bonds	I seek to forge connections and strengthen personal and professional bonds among members in my community.
1	Sense of mission	I understand the importance of having a collective sense of mission or purpose in my community.
32	Strive to do better in my career	I strive to do better in my career.
52	Strive to improve quality of life in my community	I strive to improve the quality of life in my community.
38	Strive to increase my analysis and reasoning	I strive to increase my analysis and reasoning

Question Number	Question as it appears in paper	Question as it appears in survey
	skills	skills.
69	Strive to make this community a better place	I strive to make this community a better place for everyone.
4	Talk optimistically about community	I talk optimistically about the future of my community.
18	Think I am better informed about public issues	I think that I am better informed about public issues and government than most people are.
67	Think there are lots of volunteers for projects	I think there are lots of volunteers for projects in my community.
2	Trust can overcome	I understand how trust in each other can help overcome difficulties in my community.
42	Try to deepen personal relationships with others	I try to deepen personal relationships with others in the community.
44	Try to learn more about people's background	I try to learn more about people's backgrounds.
10	Understand how new ideas are adopted	I understand how new ideas are adopted in my community.
27	Understand importance of using various types of data	I understand the importance of using various types of data for determining strategic direction for my community.
47	Understand my community's structure and dynamics	I understand my community's structure and dynamics.
21	Understand my own strengths and weaknesses	I understand my own strengths and weaknesses.
64	Understand the implications of local issues	I understand the implications of local issues.
13	Understand the importance of building agreement	I understand the importance of building agreement or consensus versus "majority rules" in solving problems.
28	Use my leadership skills in different situations	I use my leadership skills in different settings.
62	Value the contributions others make	I value the contributions that others make in my community.
9	Work at developing new leaders	I work at developing new leaders within my community.

Table 39: Leadership Program Survey Questions sorted by 'Question as it appears in paper'

Factor Analysis of CHANGE between BEFORE and TODAY									
	1	2	3	4	5	6	7	8	9
Think I am better informed about public issues	0.811558	0.173873	-0.06567	0.051497	0.086237	0.187253	0.096365	0.192039	-0.00946
Feel I could do as good a job in public office	0.735386	0.136865	0.163699	0.127107	0.127458	0.22631	0.023083	-0.01529	-0.08025
Seek to forge connections and strengthen personal and professional bonds	0.707564	0.200825	0.091545	0.211051	0.097469	0.00843	0.151738	0.131936	0.111554
Consider myself to be well qualified for public issues	0.696143	0.155277	0.133353	0.078616	0.257367	0.170035	-0.04771	0.123982	0.159326
Felt that I have a good understanding of public issues	0.637513	0.048221	0.169868	0.075769	0.011617	0.23816	0.210875	0.129081	0.231385
Involved in my community	0.062476	0.842289	0.14573	0.087381	0.062141	0.098214	0.010862	-0.01126	0.162349
Have pride in my community	0.187465	0.779912	0.103215	0.09877	0.052912	-0.03947	0.031952	0.254072	0.060822
Have a sense of belonging to my community	0.008353	0.770604	0.215758	0.085814	0.198442	0.107209	0.137369	0.042072	-0.02714
Have a sense of community ownership	0.247127	0.724127	0.052804	0.207177	0.192965	0.081081	0.036594	0.0229	0.011306
Strive to improve quality of life in my community	0.260946	0.673522	0.175399	0.250252	0.021612	0.050941	0.090165	0.053417	0.234105
Likely to participate in community meetings	0.152671	0.635002	0.043215	-0.06564	0.223296	0.25665	0.027674	0.289844	-0.10117
Community is cohesive in its efforts	0.125704	0.174998	0.738932	0.100155	0.159636	0.03669	0.0646	-0.06473	0.018175
Aware of all the needs of my community	0.218372	0.101409	0.66586	0.09695	0.101667	0.0052	-0.04933	-0.02433	0.02488
Know how to change things in my community	0.065176	0.209949	0.602728	0.023957	0.154178	0.05598	0.065783	0.205555	0.098101
Rely of everyone's strengths for change	0.020212	0.255768	0.558732	0.301344	0.020753	0.273266	0.082571	0.255147	0.058542
Understand my community's structure and dynamics	0.334066	0.303996	0.518351	0.098682	0.15385	0.273496	-0.1039	0.335316	0.02269
Do not try to control everything	0.216816	0.033037	0.034262	0.672825	0.07085	0.36069	0.083645	0.147685	0.035633
Know the difference between management and leadership	0.101566	0.191326	0.242261	0.641782	0.100813	0.005169	0.122818	0.297617	-0.01604
I am unselfish	0.27868	0.277599	0.051728	0.55618	0.078025	0.216283	-0.15936	-0.14351	0.175789
Respect a variety of leadership styles	0.141543	0.180972	0.020778	0.548393	0.079237	0.054849	0.126297	0.190467	0.018482
Have understanding and patience when working with others	0.270609	0.258874	0.144939	0.525291	0.165828	0.102717	0.408306	-0.11378	0.059904
Regard change as a source of vitality	0.268964	0.106811	0.248666	0.494767	-0.07285	0.154441	0.20076	0.009003	0.213693
Endeavor to improve my credibility as a leader	0.173314	0.262923	0.377446	0.463672	0.204048	0.249424	0.295893	0.016967	0.126809
Seek out different perspectives	0.531528	-0.06623	0.097325	0.448644	0.354037	-0.07917	0.144051	0.174138	0.176085
Talk optimistically about community	0.226151	0.172565	0.22464	0.717248	0.710234	0.041396	0.273213	0.16969	0.032955
Have confidence community	0.168035	0.194832	0.254579	0.032216	0.710234	0.064961	0.253276	-0.07299	0.08164
Envision exciting new possibilities	0.148626	0.161724	0.082941	0.029653	0.672072	0.296572	-0.08763	0.013473	0.37569
Articulate convincing vision of future of community	0.068295	0.159574	0.067797	0.181481	0.645742	-0.0477	0.079058	0.119141	-0.03935
Improve my public speaking skills	0.396497	0.05447	0.216178	0.128535	0.084256	0.682231	0.087865	-0.03289	0.028922
Strive to do better in my career	0.15933	0.263072	-0.04083	0.260209	0.060016	0.679772	0.146888	-0.00858	0.013016
I am a good listener	0.174469	0.080247	-0.08799	0.171506	0.330518	0.037446	0.728084	0.078002	0.090841
Understand my own strengths and weaknesses	0.449816	0.022397	0.131206	0.163014	0.121572	0.114879	0.616719	0.092598	0.043427
Can lead volunteer organizations	0.230524	0.28413	0.015641	0.132873	0.013108	0.101562	0.124909	0.690829	0.16719
Know how to assess and tackle problems	0.226515	0.163588	0.148495	0.224193	0.223049	-0.14341	0.080097	0.561611	0.043827
Aim to improve consensus-building skills	0.250759	0.326048	0.157726	0.148035	0.20011	0.161987	-0.06604	0.492417	0.178283
Sense of mission	0.292766	0.032549	-0.04352	0.138888	0.323368	0.058373	0.129569	0.060713	0.566409
Trust can overcome	0.16944	0.131017	0.041523	0.092637	0.321216	0.042997	0.312853	0.167856	0.532261
Value the contributions others make	0.118447	0.227408	0.371252	0.223192	0.113381	0.135179	-0.018	0.151386	0.514809

Table 40: Factor Analysis of Change